

## PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY**  
**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**RIAAZ LORGAT**  
**DIRECTOR: FINANCE AND CORPORATE SERVICES**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2019 - 30 JUNE 2020

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**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the **Employee** will obtain the minimum competency requirements by **(Not Applicable)**.

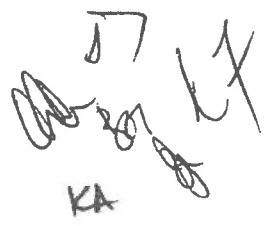
**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

**3 COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2019** and will remain in force until **30<sup>th</sup> June 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.



- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

#### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.



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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	35.10%
Basic Service Delivery	0%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	37.30%
Good Governance and Public Participation	27.80%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	20%
Programme and Project Management		
Financial Management	✓	20%
Change Management		
Knowledge Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	20%
Client Orientation and Customer Focus	✓	20%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	✓	20%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
  - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
  - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
  - 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

#### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2019</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2020</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2020</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2021</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;



10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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## 12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

## 13. GENERAL


13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

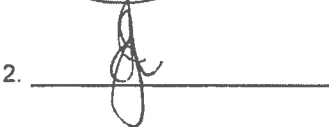
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 30<sup>th</sup> day of JULY 2019

### AS WITNESSES:

1. 

2. 

  
EMPLOYEE

### AS WITNESSES:

1. 

2. 

  
MUNICIPAL MANAGER

**Sarah Baartman**  
**DISTRICT MUNICIPALITY**  
*Province of the Eastern Cape*  
Previously Cacadu District Municipality

## **SARAH BAARTMAN DISTRICT MUNICIPALITY**

**PERFORMANCE PLAN : Riaaz R. Lorgat**

**2019/2020**

**Director: Finance and Corporate Services**  
**Finance and Corporate Services**

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2019/07/26

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)						
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>						
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log	2.1% 100% completed	100% completed 100% completed June 2019/2020
	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan annually	Ensure 100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100% Implementation of Skills Development Plan for F&CS	SBDM EE Plan	2.1% Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually
	A legally compliant municipality	Ensure 100% compliance to the 12 week turn-around time by HR	100% done annually	Log	2.1% 100%	100% 100%
Training		90% Implementation of Skills Development Plan for F&CS	100% Approved SDF, Implementation and Expenditure	Proof of completed courses, budget spent aligned to skills development plan	1.1% 90% Implementation and 90% Implementation and 90% Implementation in terms of plan	90% Implementation and Expenditure in terms of plan
Exercise financial control over SBDM		Preparation of and 90% implementation of the SBDM WSP	90% recorded as actual	Correspondence (Mayoral, MM, Directors)	2.1% Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
	Develop and submit budget related policies to the Council in May	Develop and submit budget related policies to the Council in May	Approved budget related policies	Council approved policies	2.1% n/a	Budget related policies submitted to Council in May
To ensure that the PMS is implemented and maintained in accordance with Legislation	Ensure that all F&CS performance reviews are conducted within 10 working days after the quarter ends and that 100% of indicators met by officials reporting directly to post according to Performance Plans	Ensure that all F&CS performance reviews are conducted within 10 working days after the quarter ends and that 100% of indicators met by officials reporting directly to post according to Performance Plans	100%	Performance review report (all officials) 4th quarter	3.2% PMS reports	PMS reports
To maintain harmonious and content labour relations	NO labour matter in the agenda unresolved / not dealt within 6 months	NO labour matter in the agenda unresolved / not dealt within 6 months	All labour matters resolved within 6 months	Minutes of meetings	2.1% All labour matters resolved within 6 months	All labour matters resolved within 6 months

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)  
2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020	Targets
Ensure that the Municipality complies with Legislation applicable to it	To ensure the SBDM is sustainable	Completion of the OHASA quarterly safety checklist for 2nd and 4th Floors	8 x Checklists for OHASA Compliance for 2nd and 4th Floor	4 x checklists	1.1% 2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors
To ensure the implementation of decisions	To ensure the SBDM is sustainable	Compilation of a report on the sustainability and viability of the SBDM	Report to Council with recommendations on sustainability and viability of the SBDM	Report to Council	3.2% NA	NA	NA	Report to Council with recommendations on sustainability and viability of the SBDM	NA	50% Strategic decisions implemented
To ensure the implementation of decisions	To ensure the SBDM is sustainable	Implementation of all decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	4.3% NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented	100% Strategic decisions implemented
Ensure that Job Evaluation of positions in the SBDM and LM's are completed	To ensure effective Council Meetings administration	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's	Report	6.4% NA	NA	NA	Ensure 15% of total job descriptions are designed and 5% of jobs are evaluated in SBDM and LM's	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's
To ensure effective Council Meetings administration	To ensure effective Council Meetings administration	Timeously compilation a and finalisation of minutes 5 working days from meeting	Compilation of minutes within the prescribed time	Agendas/Minutes	3.2%	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
To achieve and sustain improved corporate governance systems both in the district and LM's	To achieve and sustain improved corporate governance systems both in the district and LM's	1. Provision of technical assistance to all LM's to improve audit outcomes 2. Support to LM's to assist in improving the financial sustainability (FIN00255)	1. Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's. Assessing AG reports of 7 LM's and making recommendation. 2. Perform an Assessment of the Eskom accounts for all 7LMs. 3. Perform a Revenue Completeness Assessment for 4 LM's	Report	6.4%	1. Provision of technical assistance in areas of GRAP as requested by the 7 LM's. 2. Information gathering relevant for completion of revenue on Eskom account assessments	1. Provision of technical assistance on responding to Communication of Audit Findings (COAF's) upon requests by LM's. 2. Revenue Completeness Assessment for 2 LM's completed	"1. Assessing AG reports of LM's and making recommendations. 2. Assessments of the Eskom accounts for the 7LMs completed	"1. Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's	"1. Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's
General	Exercise financial control over SBDM	Delivery of a credible funded budget	Adopted budget	Adoption by Council	9.6% NA	Roll-over budgets received	Response provided to Draft Management letter	Draft budget tabled	Approved budget by 31 May annually NA	Draft budget tabled
General	Exercise financial control over SBDM	Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of	Delivered on or before 31 August	Proof of delivery	9.6%	Statements delivered on or before 31 August	Final letter included in annual report	Final letter included in annual report	Final letter included in annual report	Final letter included in annual report

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KA 2019/07/26

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)  
2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020	Targets
		the prescribed framework								
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	2.1% NA	2.1% NA	Projected expenditure within 10%	NA	90% of project budget implemented	
	Adherence to budgetary matters	Collection of outstanding debt and conditional grants	95%	Financial statements	1.1% s52 report	1.1% s52 report	s52 report	s52 report	s52 report	
	To ensure financial sustainability	Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	3.2% NA	3.2% NA	NA	NA	Balanced cash flow. Meeting financial commitments	
Lobby for funding		4 submissions to sector departments / possible funders for Finance and Corporate Services	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5.3% 1 submission to sector departments/funders	5.3% 1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
General	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September annually	Financial Statements and proof of delivery	4.3% Statements delivered on or before 30 September annually	4.3% Statements delivered on or before 30 September annually	Responses provided to Draft Management letter	NA	NA	
		100% Legal compliance to all key legislation applicable in MFMA Regulations and Systems Act	100%	MFMA checklist complete with comments; In-year reporting	2.1% 100% overall legal compliance to all key legislation	2.1% 100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	
Risk Management		Ensure that sufficient and effective controls are in place to management risks	Risks in F&CS addressed	Updated Risk Register	3.2% Mitigating strategies implemented	3.2% Mitigating strategies implemented	Mitigating strategies implemented	Mitigating strategies implemented	Mitigating strategies implemented	
Exercise financial control over SBDIM		Receipt of a favourable Audit Report as per the agreed scoring criteria ("Clean" - 5, Unqualified with minor matters 4, Unqualified with major matters 3,	Clean Audit Report	Clean Audit Report from AG	9.6% NA	9.6% NA	Response provided to Draft Management letter	Receipt of a Favourable Audit Report in terms of agreed criteria and inclusion of same in annual report	NA	

## PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
A legally compliant municipality	Exercises budget control in order to prevent over/ unauthorized expenditure.	Disclaimer 2, Adverse 1	100% compliance to 100% compliance to Internal and AG Reports	Internal Audit reports and AG Reports	3.3% No findings	No findings	No findings	No findings	No findings
		100% compliance to 100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance to 100% compliance to Internal and External Audit Reports	Internal and External Audit Reports	3.2% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
		To ensure effective Council Meetings administration	100% Council Resolutions Implemented pertaining to the Department	Report on Implementation of Council Resolutions	2.1% 100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department

## CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2019/2020

Core Competency Requirement	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
<b>CCR 1. MANAGERIAL</b>							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
<b>CCR 2. OCCUPATIONAL</b>							
Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

**CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)**  
2019/2020

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2019/2020	December 2019/2020	June 2019/2020
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

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## PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY**  
**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**UNATI DANIELS**  
**DIRECTOR: PLANING AND ECONOMIC DEVELOPMENT**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2019 – 30 JUNE 2020

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## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the Employee will obtain the minimum competency requirements by **(Not Applicable)**.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2019** and will remain in force until **30<sup>th</sup> June 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

#### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

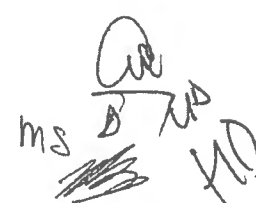
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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	9.35%
Basic Service Delivery	0
Local Economic Development (LED)	50.29%
Municipal Financial Viability and Management	4.67
Good Governance and Public Participation	35.69%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management	✓	25
Financial Management	✓	15
Change Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	5
Client Orientation and Customer Focus	√	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	√	5
Knowledge of Performance Management and Reporting	√	5
Knowledge of global and South African specific political, social and economic contexts	√	5
Competence in policy conceptualisation, analysis and implementation	√	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

#### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2019</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2020</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2020</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2021</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

#### 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.
  - That the evaluation period be no less than 6 months
  - That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.
- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

## 13. GENERAL


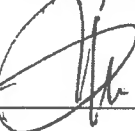
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

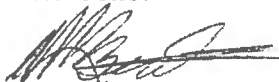
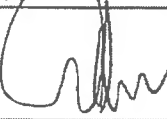
Thus done and signed at PORT ELIZABETH on this the 30 day of JULY 2019

### AS WITNESSES:

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2. 

  
EMPLOYEE

### AS WITNESSES:

1.   
2. 

  
MUNICIPAL MANAGER

**Sarah Baartman**  
**DISTRICT MUNICIPALITY**  
*Province of the Eastern Cape*  
Previously: Gcaleka District Municipality

## **SARAH BAARTMAN DISTRICT MUNICIPALITY**

### **PERFORMANCE PLAN : Unati Daniels**

**2019/2020**

**Director: Planning and Economic Development**  
**Planning and Economic Development**

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)						
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets
<b>KPA 1. BASIC SERVICE DELIVERY</b>						
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Review of the approved Blue Crane Route Municipality Spatial Development Framework (SDF)- (DEV00232)	Draft Spatial Development Framework approved by BCRM Council	Report	4.3% Appointment of service provider to review spatial development frameworks	Inception report finalised Draft Status Quo Report to Project Steering Committee Draft BCRM SDF Report completed June 2019/2020
		To support Blue Crane Route Municipality with rectification of layout of Vaalblock Township (DEV00233)	Draft rectification of layout submitted for comments to Interested and Affected Parties	Report	3.3% Appointment of service provider	Draft rectification layout submitted for comments to Interested and Affected Parties
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>						
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with performance reviews	1.1% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	6.5% NA	50% Strategic decisions implemented 100% Strategic decisions implemented
	Compliance to planning framework	An approved IDP	IDP approved by 31st May annually	Council minutes	10.9% Analysis phase commenced	Consultation with LM's and Sector Departments completed for comment IDP Adopted by Council and circulated
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>						
Broaden economic participation and inclusion by increasing the number and support to small enterprises	Promote social economy investments	SMME's (financially and non-financially) supported in the 7 LM's in the District (DEV00248)	7 SMME's one from each LM (financially and non-financially) supported in the District	Report	7.6% Consultation with LM's to finalise the SMME needs in order to compile a list of their needs for support. 1 SMME from Dr Beyers Naude supported (Development of SMME Policy adopted by Council)	2 SMMEs from Kouga and Koukamma supported financially and non-financially 2 SMME from Makana and Ndlambe supported financially and non-financially
	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Functional Website in place	Website	2.2% Develop content and update portal and SBDM website	Develop content and update portal and SBDM website
To position the	To showcase the	Ensure that the	Exhibiting in 4 trade	Report	6.5% Exhibit in the Gateway	Exhibiting in the Gateway Exhibiting at the World

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020	Targets
District as a nationally recognised tourism brand	District as a distinctive brand, and communicate these two markets	Sarah Baartman District Municipality shows (World Travel Markets, Tourism Indaba, Getaway Expo) (DEV00249)	shows (Gateway Show, Shanghai Expo, World Travel Markets and Tourism Indaba)			Show taking place in Johannesburg	Shanghai Expo taking place in Shanghai	Travel Market taking place in Cape Town	the Tourism Indaba taking place in Durban	
To Increase Domestic and Foreign visitors		SMME's in Tourism supported in the SBDM District (financially and non-financially) (DEV00250)	7 SMME's in Tourism- one from each LM supported (financially and non-financially)	Report	7.6%	Consultation with LMs to finalise the SMME needs in order to compile a list of their needs for support. 1 SMME from Kouga supported (Policy developed and adopted by Council)	2 SMME's in Tourism from Koukamma and Ndlambe supported in the SBDM District (financially and non-financially)	2 SMME's in Tourism from Dr Beyes Naude and Blue Crane Route supported in the SBDM District (financially and non-financially)	2 SMME's in Tourism from Sundays River Valley and Makana District (financially and non-financially)	
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Investor business partnerships	Ensure funding support in terms of budget allocation, host 4 top management meetings to support the Cacadu District Development Agency (CDDA) and attending 4 CDDA Board meetings (DEV00231)	100% funding support transferred to the Cacadu Development in terms of budget allocation, Host 4 top management meetings to support the CDDA and attending 4 CDDA Board Meetings	Report	3.3%	25% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting (SLA developed for funding)	50% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting	75% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting	100% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting	
Developing skills and education base by increasing the number of semi-skilled and skilled	To promote creative arts and talent development	Support Creative Industry activities in the Sarah Baartman District Municipality (DEV00251)	Support creative Industry activities in 5 LMs in the District	Report	4.3%	Financially support 2 Heritage Festivals taking place in Kouga and Dr Beyes Naude Municipalities. (Support creative arts on application for creative industry)	Financial support 1 Summer Festival in Sundays River LM (Support creative arts on application for creative industry)	Financial support Ammanzi Festival in Ndlambe LM (Support creative arts on application for creative industry)	Financial support to National Arts Festival in Makana (Support creative arts on application for creative industry)	
General	Lobby for funding	4 submissions to sector departments for possible funders for Economic Development projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	6.5%	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>										
General	Exercise financial	At least 90% of	90% of project	Annual financial	8.7%	Projected expenditure	Projected expenditure	Projected expenditure	Projected expenditure	

Handwritten signatures and initials: "Hi", "MS", "7/10/17/20", and a date "2019/07/20".

## 2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020	Targets
	control over SBDM	project budget implemented	budget implemented	statements		within 10%	within 10%	within 10%	within 10%	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
General	Ensure that capacity support to LMs is given priority	Implementation of 2 projects from partnership with other city municipalities (Increase Inbound Tourism from China and Export programme of beef)	Implementation of project arising out of partnership (Participate in the Shangai Expo and Hosting of Jinzheng Delegation)	Reports	8.7% Hosting of Jinzheng delegation and submit a report with recommendations to Council	within 10%	Agreement with CCTV to broadcast and market the District in China to increase Tourism	Support cultural group to participate in the Chinese New Year Festival	Host Chinese cultural group to participate in the National Arts Festival	
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.1% 1st checklist completed and quarterly meeting held <sup>1</sup>		2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held	
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	2.2% 100% controls in place to counter risks		100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.3% 100% compliance to policy		100% compliance to policy	100% compliance to policy	100% compliance to policy	
	A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit Reports and AG Reports	2.2% No findings		No findings	No findings	No findings	
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	2.2% Ensure internal controls and SCM regulations implemented		Ensure internal controls and SCM regulations implemented	Ensure internal controls and SCM regulations implemented	Ensure internal controls and SCM regulations implemented	
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	3.3% 100% Council Resolutions implemented		100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	
	To ensure that the PMS is	100% reviews done and performance	100% of indicators achieved	Performance review reports	4.3% 100% of performance plans signed off on the		100% 2Q reviews done and performance	100% 3Q reviews done and performance	100% 4Q reviews done and performance	

Q reviews done  
performance

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

2019/2020

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
	implemented and maintained in accordance with Legislation	challenges addressed to targets in Performance Plans		for 4Q's		PMS System and 100% performance challenges addressed through 1Q reviews	challenges addressed to targets in Performance Plans	challenges addressed to targets in Performance Plans	challenges addressed to targets in Performance Plans

Handwritten signature and date: 2019/07/20

CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development)						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2019/2020	December 2019/2020	March 2019/2020
<b>CCR 1. MANAGERIAL</b>						
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
<b>CCR 2. OCCUPATIONAL</b>						
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10% Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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## PERFORMANCE AGREEMENT

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MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY**  
**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY**  
(HEREIN REFERED TO AS THE 'EMPLOYER')

**AND**

**THEODORA BETHA**  
**DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND**  
**COMMUNITY SERVICES**  
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:  
1 JULY 2019 - 30 JUNE 2020

T.M. B.B.

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the **Employee** will obtain the minimum competency requirements by (**NOT APPLICABLE**).

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2019** and will remain in force until **30 June 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

MM  
T.G.M  
B.B.

- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	6.5%
Basic Service Delivery	51%
Local Economic Development (LED)	7%
Municipal Financial Viability and Management	11%
Good Governance and Public Participation	24.5%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

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 T.G.M. (with a large 'S' or '7' next to it)  
 B.B.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Financial Management		22%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	15%
Client Orientation and Customer Focus	✓	10%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		8%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	✓	25%
Application of Strategic Capability and Leadership	✓	20%
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

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B.B  
T.G.M

6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CCRs**

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September	<b>Before end October 2019</b>
<b>Second quarter</b>	:	October – December	<b>Before end January 2020</b>
<b>Third quarter</b>	:	January – March	<b>Before end April 2020</b>
<b>Fourth quarter</b>	:	April – June	<b>Before end January 2021</b>

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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BB  
TGM



10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

## 13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 30 day of JULY 2019

### AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
EMPLOYEE

### AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
MUNICIPAL MANAGER


**Sarah Baartman**  
**DISTRICT MUNICIPALITY**  
*Province of the Eastern Cape*  
Previously Cacadu District Municipality

## **SARAH BAARTMAN DISTRICT MUNICIPALITY**


### **PERFORMANCE PLAN : Theodora Betha**

**2019/2020**

**Dir: Infra Development and Community Services**  
**Infrastructure Development and Community Services**

  
MM  
BB.  
TGm  
2019/07/30

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)									
2019/2020									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
<b>KPA 1. BASIC SERVICE DELIVERY</b>									
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to	Implementation of water projects as mandated by LMs	Repairing of Water Leaks in approximately 500 households completed (INF00228)	Water Leaks in 500 households in Makana and Ndlambe Repaired	Report	7.5%	Appointment of a Service Provider	Investigation completed	Repairing of water leaks commenced	Water Leaks repaired in 500 households
		Construction of Ablution facilities and shelters for Inter-City Bus Terminal in Graaff-Reinet and Taxi Rank completed (INF00234)	Completion of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Rank	Report	4%	100% completion of Ablution facilities and shelters	Not Applicable	Not Applicable	Not Applicable
		Development of Roads Maintenance Plans in Local Municipalities utilizing Roads Asset Management System (RAMS) (INF00235)	Development of Roads Maintenance Plans for 3 Local Municipalities Completed	Report	7.5%	Bid Documentation for Procurement Completed	Appointment of a Service Provider	Development of Roads Maintenance Plans for 1 Local Municipality Completed	Development of Roads Maintenance Plans for 2 Local Municipalities Completed
To provide effective fire-fighting to all LM's in the District	Provide fire-fighting capacity	Training of 15 Fire Personnel within the District completed (INF00236)	Training of 15 Fire Personnel Completed	Report	5%	Bid documentation for procurement completed	Appointment of a Service Provider	Training of 15 fire Fighters commences	Training of 15 Fire Personnel Completed
		Construction of Paterson Disaster Emergency Centre in Sundays River Valley Local Municipality Completed (INF00237)	Construction of Paterson Disaster Emergency Centre 20% Completed	Report	9%	Building Plans for the construction of Paterson Disaster Emergency Centre Completed	Bid Documentation for Procurement Completed	Appointment of a Service Provider for construction of Paterson Disaster Emergency Centre	Construction of Paterson Disaster Emergency Centre in Sundays River Valley LM 20% Completed
		Building Plans for Construction of Fire Station in Graaff-Reinet, Dr Beyers Naude Local Municipality Approved	Construction of Graaff-Reinet Fire Station Building Plans Approved	Report	6%	Bid Documentation for Procurement Completed	Appointment of a Service Provider for development of Building Plans	Building Plans Completed	Building Plans Approved by Local Municipality

  
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 Tqm 2019/07/30

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services) 2019/2020									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
To provide effective fire fighting to all LMs in the district by 2022	Provide fire fighting capacity	(INF00238) Development of Disaster Management Plans for SBDM and 7 LMs Completed	Final Disaster Management Plans for SBDM and 7 LMs Completed	Report	7%	Submission of the Draft of Disaster Management Plans for 7 LMs	Submission of the Final Draft of Disaster Management Plans for 7 LMs	Approval of Final Disaster Management Plans by SBDM and Local Municipalities	Adoption of the Final Disaster Management Plans by Councils of SBDM and Local Municipalities
		(INF00239) Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	5%	All Agreements signed	NA	NA	NA
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	1.5%	Training needs identified at the previous performance review and performance review and information sent to SDO for further action	Training needs identified at the previous performance review and performance review and information sent to SDO for further action	Training needs identified at the previous performance review and performance review and information sent to SDO for further action	Training needs identified at the previous performance review and performance review and information sent to SDO for further action
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	5%	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	7%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over SBDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	11%	Projected expenditure within 10%	Projected expenditure within 10%	Projected expenditure within 10%	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	To ensure that the PMS is implemented and maintained in accordance with	100% reviews done and performance challenges addressed to targets in	100% of indicators achieved	Performance review reports for 4Q's	5%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q	100% 2Q reviews done and performance challenges addressed to targets in Performance Plans	100% 3Q reviews done and performance challenges addressed to targets in Performance Plans	100% 4Q reviews done and performance challenges addressed to targets in Performance Plans

*Handwritten signatures and initials*

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)									
2019/2020									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
Legislation To ensure that the Department complies with legislation applicable to it Risk Management Ensure that sufficient and effective controls are in place to manage risks in the institution Exercises budget control in order to prevent over/ unauthorized expenditure. A legally compliant municipality Exercise financial control over SBDM To ensure effective Council Meetings administration		Performance Plans OHASA quarterly safety checklist and Safety Standards adhered to Ensure that sufficient and effective controls are in place to manage risks in the institution 100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy No repeat findings raised in Internal and External Audit Reports Ensuring the Department contribute towards the Receipt of a Clean Audit Report 100% Implementation of Council Resolutions	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.5%	1st checklist completed and quarterly meeting held1 reviews	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
			100% controls in place to manage risks	Internal Audit reports	3%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
			100% compliance	Internal and External Audit Reports	4.5%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
			100% compliance to internal controls and SCM legislation Unqualified Audit Report	Internal Audit reports and AG Reports Unqualified Audit Report from AG	3%	100% compliance to internal controls and SCM legislation 3% NA	100% compliance to internal controls and SCM legislation Response provided ito Draft Management letter	100% compliance to internal controls and SCM legislation Receipt of a Unqualified Audit report and inclusion of same in annual report	100% compliance to internal controls and SCM legislation NA
			100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions	4.5%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented


CORE COMPETENCY REQUIREMENTS (CCRs) : Theodora Betha (Dir: Infra Development and Community Services)							
Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
<b>CCR 1. MANAGERIAL</b> Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA	Evidence of standard achieved as documented	20%	Evidence of achievement / working	Evidence of achievement / working	Evidence of achievement / working	Displays standard aligned to that recommended in the MSA

Displays standard aligned to that recommended in the MSA

Signature

### CORE COMPETENCY REQUIREMENTS (CCR's) : Theodora Betha (Dir: Infra Development and Community Services)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2019/2020	December 2019/2020	March 2019/2020	June 2019/2020
Programme and Project Management	competency guidelines Displays standard aligned to that recommended in the MSA competency guidelines	in a written report Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	competency guidelines Displays standard aligned to that recommended in the MSA competency guidelines
<b>CCR 2. OCCUPATIONAL</b>							
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	22%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

  
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Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standards Table 2020/21	
Standard	Service Level
<b>Solid Waste Removal</b>	
Premise based removal (Residential Frequency)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	
Street Cleaning Frequency in CBD	
Street Cleaning Frequency in areas excluding CBD	
How soon are public areas cleaned after events (24hours/48hours/longer)	
Clearing of illegal dumping (24hours/48hours/longer)	
Recycling or environmentally friendly practices(Yes/No)	
Licenced landfill site(Yes/No)	
<b>Water Service</b>	
Water Quality rating (Blue/Green/Brown/N0 drop)	Water quality testing is performed by the District Municipality for the Local Municipalities within the District. The Local Municipalities have different water quality ratings.
Is free water available to all? (All/only to the indigent consumers)	Water is only free to indigents
Frequency of meter reading? (per month, per year)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
<b>Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)</b>	
One service connection affected (number of hours)	
Up to 5 service connection affected (number of hours)	
Up to 20 service connection affected (number of hours)	
Feeder pipe larger than 800mm (number of hours)	
What is the average minimum water flow in your municipality?	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	
<b>Electricity Service</b>	
What is your electricity availability percentage on average per month?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Do your municipality have a ripple control in place that is operational? (Yes/No)	
How much do you estimate is the cost saving in utilizing the ripple control system?	
What is the frequency of meters being read? (per month, per year)	
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	
Are accounts normally calculated on actual readings? (Yes/no)	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty meters? (days)	
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	
How effective is the action plan in curbing line losses? (Good/Bad)	
How soon does the municipality provide a quotation to a customer upon a written request? (days)	
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)	
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)	
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)	



Sewerage Service		
Are your purification system effective enough to put water back in to the system after purification?		
To what extend do you subsidize your indigent consumers?		
How long does it take to restore sewerage breakages on average		
Severe overflow? (hours)		
Sewer blocked pipes: Large pipes? (Hours)		
Sewer blocked pipes: Small pipes? (Hours)		
Spillage clean-up? (hours)		
Replacement of manhole covers? (Hours)		
Road Infrastructure Services		
Time taken to repair a single pothole on a major road? (Hours)		
Time taken to repair a single pothole on a minor road? (Hours)		n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time taken to repair a road following an open trench service crossing? (Hours)		
Time taken to repair walkways? (Hours)		
Property valuations		
		n/a - The District Municipality does not collect rates as the rates collection is performed by the Local Municipalities within the District. Therefore the annual property valuations performed by the District is for GRAP compliance in the AFS.
How long does it take on average from completion to the first account being issued? (one month/three months or longer)		
Do you have any special rating properties? (Yes/No)		
Financial Management		
Is there any change in the situation of unauthorised, irregular, fruitless and wasteful expenditure over time? (Decrease/Increase)		Yes - increase
Are the financial statement outsourced? (Yes/No)		No
Are there Council adopted business process instructing the flow and management of documentation feeding to Trial Balance?		Yes, financial policies are approved by Council on an annual basis
How long does it take for an Tax/Invoice to be paid from the date it has been received?		The municipality ensures that all payments are made within 30 days
Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?		The Procurement plan is developed on an annual basis - multi-year projects are factored therein
Administration		
Reaction time on enquiries and requests?		Immediately
Time to respond to a verbal customer enquiry or request? (working days)		n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time to respond to a written customer enquiry or request? (working days)		
Time to resolve a customer enquiry or request? (working days)		
What percentage of calls are not answered? (5%,10% or more)		
How long does it take to respond to voice mails? (hours)		
Does the municipality have control over locked enquiries? (Yes/No)		
Is there a reduction in the number of complaints or not? (Yes/No)		
How long does in take to open an account to a new customer? (1 day/ 2 days/ a week or longer)		
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?		Weekly Management meetings are held to resolve matters including SCM matters
Community safety and licensing services		
How long does it take to register a vehicle? (minutes)		n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How long does it take to renew a vehicle license? (minutes)		
How long does it take to issue a duplicate registration certificate vehicle? (minutes)		
How long does it take to de-register a vehicle? (minutes)		
How long does it take to renew a drivers license? (minutes)		
What is the average reaction time of the fire service to an incident? (minutes)		
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)		
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)		

<b>Economic development</b>	
How many economic development projects does the municipality drive?	The municipality plans to support SMMEs within the District as well as lead new Economic Development initiatives within the District.
How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	The municipality has established a municipal entity to manage all catalytic projects that would impact on the District as a whole
What percentage of the projects have created sustainable job security?	0%
Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)	Yes
<b>Other Service delivery and communication</b>	
Is a information package handed to the new customer? (Yes/No)	Not applicable
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes, IDP and Budget Outreach Programme
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

## PROCUREMENT PLAN (2020/2021)

PROJECTS		2020/21 Budget (original)	Date for SCM process to commence	Type of SCM process required (e.g. formal quote /bid/ order)	Project manager
	<b>OFFICE OF THE MAYOR</b>				
	MAYOR				
	COMMUNITY PROGRAMMES - COVID 19	55,000	Ad hoc	Order	PA:Executive Mayor
	<b>EXECUTIVE COMMITTEE</b>				
	COMMUNITY PROGRAMMES - COVID 19	275,000	Ad hoc	Order	PA:Executive Mayor
	<b>SPEAKER</b>				
	COMMUNITY PROGRAMMES - COVID 19	55,000	Ad hoc	Order	Executive Secretary
	<b>OFFICE OF THE MUNICIPAL MANAGER</b>				
	<b>SPECIAL PROJECT UNIT</b>				
MM020	YOUTH FUND	750,000	N/A	N/A	Special Programmes Officer
	HIV/AIDS				
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	200,000	Ad hoc	Order	HIV/Aids Officer
<b>DEPARTMENT: INFRASTRUCTURE DEVELOPMENT &amp; COMMUNITY SERVICES</b>					
<b>PROJECT MANAGEMENT</b>					
IN019	RIETBRON EPWP ROADS	300,000	Ad hoc	Order	Snr Man: PMU
	RURAL ACCESS ROADS	4,009,000	July 2020	Bid	Snr Man: PMU
	INTER CITY BUS TERMINAL	912,700	July 2020	Bid	Snr Man: PMU
IN020	RELOCATION OF OFFICE	1,000,000	July 2020	Bid	Dir: ID&CS
<b>ENVIRONMENTAL HEALTH</b>					
IN007	EHS CONTRIBUTION MUNICIPALITIES	11,800,000	N/A	N/A	Dir: ID&CS
	DEVELOPMENT OF EHS BY-LAWS	300,000	July 2020	Bid	
<b>FIRE SERVICE - HEAD OFFICE</b>					
IN010	FIRE EQUIPMENT FOR LM	4,500,000	July 2020	Bid	HOD: Disaster Man
IN014	CONTRIBUTION TO MUNICIPALITIES	14,540,000	July 2020	Bid	HOD: Disaster Man
	FIRE STATION - KOUKAMMA	190,000	July 2020	Formal Quote	HOD: Disaster Man
IN034	PLANS FOR FIRE STATION BNLM	470,000	July 2020	Bid	Building Inspector
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	7,500,000	July 2020	Bid	Snr Man: PMU
IN011	FIRE TRAINING ASSISTANCE TO LMS	800,000	Nov 2020	Bid	HOD: Disaster Man
	FIRE ASSESSMENT TO TAKE BACK FUNCTION	138,400	July 2020	Formal Quote	HOD: Disaster Man
IN030	FIRE SATELLITE OFFICES - ALICEDALE	150,000	July 2020	Formal Quote	HOD: Disaster Man
IN036	FIRE SATELLITE OFFICES - RIEBEEK EAST	150,000	July 2020	Formal Quote	HOD: Disaster Man
<b>DISASTER MANAGEMENT</b>					
IN017	EDUCATION AND AWARENESS CAMPAIGN	100,000	Ad hoc	Order	HOD: Disaster Man
	EDUCATION AND AWARENESS CAMPAIGN - COVID 19	200,000	Ad hoc	Order	HOD: Disaster Man
IN018	EMERGENCY CONTINGENCY	500,000	Ad hoc	Order	HOD: Disaster Man
IN032	DISASTER MANAGEMENT PLAN LMS	931,600	July 2020	Bid	HOD: Disaster Man
	DEVELOP DISASTER MANAGEMENT SERVICES BY-LAWS	150,000	July 2020	Formal Quote	HOD: Disaster Man
<b>WATER DISTRIBUTION</b>					
IN021	WSA SUPPORT FOR LM'S	1,000,000	July 2020	Bid	Manager: Water & Sanitation
IN035	WAR ON LEAKS	300,000	July 2020	Bid	Manager: Water & Sanitation
	EPWP	1,000,000	July 2020	Bid	Manager: Water & Sanitation
	SUPPORT TO LM'S (SERVICE DELIVERY)	1,700,000	July 2020	Bid	Manager: Water & Sanitation
<b>DEPARTMENT : ECONOMIC DEVELOPMENT AND PLANNING</b>					
<b>MANAGEMENT</b>					
ED001	DISTRICT DEVELOPMENT AGENCY	5,000,000	N/A	N/A	Dir: P&ED
	INVESTMENT PROMOTION	250,000	Ad hoc	Order	Dir: P&ED
	ECONOMIC DEVELOPMENT SUMMIT	400,000	Ad hoc	Order	Dir: P&ED
	PED COVID 19	1,100,000	July 2020	Formal Quote	Dir: P&ED
<b>LOCAL ECONOMIC DEVELOPMENT</b>					
ED002	AGRICULTURAL SUPPORT	650,000	July 2020	Formal Quote	Project Manager: LED
ED004	SBDM SMME/CO-OP SUPPORT PROGRAMME	1,400,000	N/A	N/A	Project Manager: LED
ED013	TRAINING IN RENEWABLE ENERGY	330,000	July 2020	N/A	Project Manager: LED
<b>TOURISM PROMOTION &amp; DEVELOPMENT</b>					
TOU001	CREATIVE INDUSTRIES	800,000	N/A	N/A	Manager: Tourism
TOU006	DEVELOP TOURISM WEBSITE	300,000	Aug-20	Bid	Manager: Tourism
TOU003	TOURISM MARKETING	2,000,000	Jul-20	Bid	Manager: Tourism
	TOURISM AWARENESS	220,000	Ad hoc	Order	Manager: Tourism
	LTO SUPPORT	700,000	N/A	N/A	Manager: Tourism
<b>PLANNING UNIT</b>					
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	300,000	N/A	N/A	Dev Planner - Spatial Planne
IN002	IDP SUPPORT TO MUNICIPALITIES	400,000	Aug-20	Formal Quote	Dev Planner - IDP
IN029	REVIEW OF SBDM SPATIAL DEVELOPMENT FRAMEWORK	60,000	Ad hoc	Order	Dev Planner - Spatial Planne
	REVIEW OF KOUKAMMA SDF	800,000	July 2020	Bid	Dev Planner - Spatial Planne
	TOWNSHIP ESTABLISHMENT	400,000	July 2020	Formal Quote	Dev Planner - Spatial Planne
MM009	SUPPORT TO LM'S (SDF-BCR)	200,000	N/A	N/A	Dev Planner - Spatial Planne

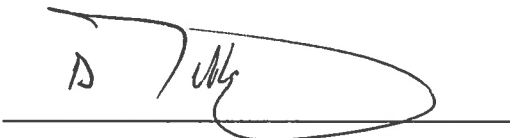
PROJECTS		2020/21 Budget (original)	Date for SCM process to commence	Type of SCM process required (e.g. formal quote /bid/ order)	Project manager
FC002/3 FC019	<b>DEPARTMENT: FINANCE AND CORPORATE SERVICES</b>				
	<b>FINANCIAL ACCOUNTING DIVISION</b>				
	SUPPORT TO LM'S FOR IMPROVING AUDIT OUTCOMES	2,900,000	Dec 2020	Bid	Dir: F&CS
	<b>JOB EVALUATION</b>				
	JOB DESCRIPTION WRITING	1,000,000	N/A	N/A	Coordinator: JEU
	<b>OPERATIONAL REQUIREMENTS</b>				
	PROVISION OF MAINTENANCE AND FUEL CARDS AND TRACKING SERVICES		N/A	N/A	
	TRAVEL AGENCY SERVICES		N/A	N/A	
	MANAGEMENT OF SHORT TERM INSURANCE		N/A	N/A	
	PROVISION OF INTERNET & MOBILE DATA SERVICES		N/A	N/A	
	SECURITY SERVICES		N/A	N/A	
	ADVERTISING SERVICES			Bid	
			Aug 2020		
	CLEANING AND HYGIENE SERVICES		N/A	N/A	
	PROVISION OF BANKING SERVICES		N/A	N/A	
	PROVISION OF INTERNAL AUDIT SERVICES		N/A	N/A	
	PUBLISHING OF SARAH BAARTMAN NEWS		June 2020	Bid	
	<b>CAPITAL REQUIREMENTS (EXCL. OFFICE FURNITURE AND EQUIPMENT)</b>				
	WINDOWS	1,000,000	July 2020	Bid	Estates
	LIFT	1,000,000	July 2020	Bid	Estates
	GROUND FLOOR	300,000	July 2020	Bid	Estates
	LAPTOPS (12 OFFICIALS; 11 CLRS)	400,000	June 2020	Bid	IT Systems Administrator
	IPADS (11)	130,000	June 2020	Bid	IT Systems Administrator
	WEBSITE DEVELOPMENT (RE-DESIGN)	300,000	June 2020	Bid	IT Systems Administrator
	PRINTERS (CENTRALISED)	600,000	Aug 2020	Bid	IT Systems Administrator
	mSCOA SYSTEM	800,000	June 2020	Bid	IT Systems Administrator

Sarah Baartman District Municipality 2020/21 Annual Budget and  
MTREF

**Municipal Manager's Quality Certificate**

I, DM Pillay, Municipal Manager of Sarah Baartman District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name DAYALAN MURUVEN PILLAY  
Municipal Manager of Sarah Baartman District Municipality

Signature 

Date 01 June 2020